A Comparative Study of Quality of Work life in Context of Organizational Commitment & Participative Management among Private Sector Company Employees

A Synopsis

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INTRODUCTION

Quality of work life has become one of the most important issues these days in every organization. The term quality of work life was actually introduced in the late 1960's; now the term is gaining more and more importance everywhere at every workplace. Employees are the force that is behind every successful organization. No organization becomes successful with technology only; organization needs to have strong and competent workforce. The concept QWL was first discussed in 1972 during an international labour relations conference. It refers to the relationship between a worker and his environment.

Q- Quest for excellence

U-Understanding

A- Action

L- Leadership

I- Involvement of people

T- Team spirit

Y- Yardstick to measure progress

Quality of work life is a multi-dimensional construct. Due to multi-dimensional nature, it is a relative concept which cannot be precisely defined and measured. Quality of work life can be defined as the favourable conditions and environment of a workplace that support and promote employee satisfaction, employee commitment and job involvement or participative management by providing them with reward, job security, growth opportunities, good and healthy working conditions, good pay and benefits, interesting, challenging and rewarding job and all financial and non financial incentives; so that they can attract and retain their employees and for the achievement of organizational goal.

We can say that a happy and healthy or satisfied employee will give better turnover, make good decisions and positively contribute to the organization. Quality of work life is philosophical which holds on a set of principles that people are the most important resource in organization as they are trustworthy, responsible and capable of making contribution and that they should be treated with dignity and respect. Quality of work life is a concern not only to improve life at work but also life outside work.

The American society of T & D define "QWL is a process of work organizations which enable its members at all level to actively; participate in shaping the organizational environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organizations and improved quality of life at work for employees".

Quality of work life is essential for organizations to achieve high organizational commitment, participative management, high productivity and profitability. QWL is viewed as the umbrella under which employees feel fully satisfied with working environment and extend their whole hearted co-operation and support to the management to improve productivity and work environment.

Quality of work life and organizational commitment are two most important and fundamental subjects in today organizational behaviour. Organizational commitment was defined for the first time, in 1956 by Whyte as "A man of organization not only works for the organization but he also commits himself to the organization and feels as if he belongs to it''. Organizational commitment provides information about the level of commitment that the employee feels towards their organizations. Efficiency of employees leads to efficiency of the organization. Employees with high organizational commitment will desire to perform better, and will try to do job better involving their 'self'. Relationship between employees 'quality of work life' and their organizational commitment; the fact is that the quality of work life has a significant impact on organizational commitment. Because the quality of work life provides good and favourable working conditions, rewards, financial and non- financial incentives, good pay and benefits and good health facilities to employees; which leads to a high employee retention, high satisfaction, job involvement and high organizational commitment. Myer and Allen (1991, 1992) proposed a three component model; Affective, Continuance and Normative.

Participative management also known as employee involvement or participative decision making encourages the involvement of employees at all levels of organization. It involves information sharing, training, employee decision making, determining work schedules, making suggestions and treating the ideas and suggestion of employees with consideration and respect. Flat organizational structure facilitates employee participation. A participative management style improves the quality of work life. Workers feel that they have control over their work process and they also offer the innovative ideas to improve them. It creates a sense of ownership in the companies; and employees feel like they are a part of organization; which leads to motivate the employees to increase the productivity in order to achieve organizational goals.

Quality of work life plays a very important role in success of every organization. In recent years the 'quality of work life' has been used as a strategy of human resource management. Quality of work life refers to the level of satisfaction, motivation, involvement, career growth opportunities, and commitment; which results in higher productivity and profitability of organization. In earlier stages quality of work life was focused on objective criteria: attracting and retaining talent, job security, earnings, and benefits; gradually its focus has been shifted to job satisfaction, organizational commitment and participative management. Organizational commitment provides information about the employee commitment and efficiency towards their organization; and through participative management employees feel like they are a part of organization. Participative management and organizational commitment both are the important dimensions of quality of work life; which helps in motivating the employees and achieving organizational goal; through involving the employees in goal setting, determining work schedules and making suggestion, and increase the commitment of employees; by

providing good and healthy working environment, good supervision, good pay and benefits and interesting, challenging and rewarding job.

Objectives of the study

- To study the effect of quality of work life on private sector company employees.
- To study the effect of quality of work life and its dimensions on performance and productivity of two private sector manufacturing companies' employees.
- To analyze the impact of organizational commitment and participative management on organization performance and productivity.
- To study the positive relationship between top management and their employees towards business success.
- To study quality of work life relationship with organizational commitment and participative management.

Review of literature

2.1 Quality of Work Life:

S.Khodadadi (2014) evaluated the QWL dimensions (job satisfaction) effect on the employees. In this study independent variables were permanent security providing, salary and benefits, payment policies, development and promotion opportunity, and job independence, job satisfaction as the dependent variables. 114 employees selected randomly for this study and two questionnaires of "quality of work life" and "job satisfaction" was used for data collection; Data analysis was done by using SPSS and LISREL software. The results of the study revealed that the salary and benefits' policies have a significant and positive effect on Shuhstar's Shohola Hospital employees' job satisfaction.

Ankar, M. and Mohanraj, R. (2013) investigate prevailing quality of work life, Conditions in SAGO Mills of Tamil Nadu and sustain a healthy work culture through QWL. They identified nine QWL factors; i) physical and working conditions, ii) training facilities, iii) welfare facilities, iv) interpersonal relationship, v) recognition, vi) work load, vii) participatory management, viii) duration of work, ix) job security. The findings indicate that the flexible-work condition and alternative work schedule is high. The employee perception towards QWL was different and the employees have high dissatisfaction with existence of some aspect of the QWL, such as welfare measures, recognition and physical working conditions. These strategies which are recommended here are to differing aspect of the QWL to the employees in different status and improve the interpersonal relations, participatory management and physical working conditions to ensure healthy work culture. A good human resource climate, work culture can to develop a feeling towards the company and also that would motivate them do the job well.

Gayathri and Lalitha Ramakrishnan (2013), recognize the concept and measurement variable along with linkage to satisfaction and performance. They discussed review of various authors about quality of work life-concept and measure QWL-job satisfaction and performance. Thus this paper the identification of dimensions of quality of life is actually a difficult task, though there is a sort of common agreement on its concept of employee well being .

H. Mohammadia M. A. Shahrabib (2013) investigated the relationship between quality of work life and job satisfaction, it is an empirical investigation. Questionnaire in likert scales format and distributed among 86 full time employees of two governmental agencies in Iran, Supreme Audit Court and Interior Ministry and t-test used to examined the hypothesis. The results show that different working components have significantly influenced on job satisfaction.

Celia. B. R. and Karthick. M. (2012) supervise a study on the Quality of Work Life of IT Professionals in Chennai. They analyze the satisfaction on various factors related to the Quality of Work Life and the perceptions. They are working conditions, hours of work, welfare measures, job security, salary and rewards, skill development, opportunity for growth and superior subordinate relationship. The study discloses that the IT companies should provide a conductive environment for IT professionals to work in the organization, which helps the employees to contribute their best to the company enhance the nation at a large.

Muni Venkatappa, and Ramana Reddy, B. (2012) investigate the QWL policies and practices and evaluate the effectiveness of QWL and the effect on the organizational performance in Bangalore based Govt. Public Sector Units (PSUs). They investigate the Walton's eight conceptual areas and disclose that the QWL is higher in the public sector units. They actualize effectively, and facing in order of privatization many challenges of criticism from the vested interests of the private sector.

Mirvis and Lawler (1984) erect that the Quality of Work Life is related to the satisfaction of employees with wages, hours and working conditions, and explain that the "basic of a good quality of work life" are safe work environment, equitable wages, equal employment opportunities and employment advancement.

Sayeed and Prakash (1981) disclose that the QWL will be high or poor in relation to job satisfaction and performance of the employees working in the organization, and depending on the understanding of provision of Quality of Work Life.

Runice, J. F. (1980) investigate that an individual worker has a positive perception of the quality of work life. It is possible that the individual workers will aim for further improvement of working conditions at the work place and increase the production.

Taylor, J. C. (1979) described the 'QWL as an comprehensive approach that includes basic extrinsic job factors of wage, hours and working conditions, and the intrinsic job assumption. He also viewed other factors to be equally important such as:, employee participation in decision making, fair and equal approach at work, social support, utilizing one's present skills, self growth, a relevant scope of future at work. Taylor achieve that the QWL policies may differ as per the size of organization and work groups.

Katzell (1975) examine quality of work life more widely as an individual's assessment of the outcome of the work relationship. He realized that an employee may be said to be enjoying a high quality of work life when he has positive feelings towards his job. He is motivated to stay on his job, performs well.

Walton, R.E. (1973) declared that quality of work life is a process by which an organization responds to employee needs for developing an instrument to all of them to share fully in making the decision that designs their lives at work.

2.2Organizational commitment and participative management:

Soheb Ahmad, (2013) investigated nine strategies to improve the QWL in the organisation in different areas of i) employee participation, ii) job design and work organisation, iii) work force awareness and career guidance, iv) inter-group relationships, v) role of HR manager, vi) self-managing work teams, vii) rewards, viii) alternative work schedules ix) supporting organisation culture. The study revealed that excellent QWL will result in happy and healthy employees who will provide butter turnover, make sensible decisions and contribute towards organisation's productivity.

Sajjad and Abbasi (2013) convey a descriptive correlation study to examine the relationship between Quality of Work Life and Organizational Commitment amongst 196 customs employees of Iran Province. Quality of Work Life is determined using Walton QWL and Organizational Commitment is measured using Mayer and Allen OCQ. The findings proved that there is a positive and significant relationship between the QWL and its measures including safe and healthy environment, development of human capacities, social integration and the total life space with the organizational commitment.

Ahmadi, F. Salavati, A. and Rajabzadeh, E. (2012) examine relationship between the QWL parameters and organizational commitment among Public selected Organizations in Kurdistan Province employees. They noticed that there are four types of commitment under study. They are affective, normative, alternative and cost.

Meyer & Allen (1991) describe affective, continuance and Normative Commitment to acquisition the multidimensional nature of Organizational Commitment; Affective Commitment was studied to be a more effective measurement of Organizational Commitment. Meyer & Allen (1997) sustained for the significance of Affective Commitment by explaining that employees with strong Affective Commitment would be motivated to higher levels of performance and make more important contributions than employees who expressed continuance or Normative Commitment.

Porter (1974) investigate that job satisfaction is changed more readily than Organizational Commitment, and therefore resolve that job satisfaction is also affected by a successful Quality of Work Life efforts.

Research Methodology

Research methodology is a system of broad principles or rules from which specific methods or procedures may derive to interpret or solve different problems. It is a set of practices and the process which are used to collect information and data for the purpose of making business decisions. Research methodology is a science of studying how research is done scientifically. In simple words research methodology can be explain as a giving idea or plan in which researcher is using various methods and process to accomplish research target or objectives. Research methodology includes publication research, interviews, surveys and other research techniques and also includes present and historical information.

According to Clarke & Clarke, "Research is a careful, systematic and objective investigation conducted to obtain valid facts, draw conclusions and established principles regarding an identifiable problem in some field of knowledge".

Research design:-

Research design is descriptive in nature. Research design is the specification of methods and procedures for obtaining the information needed. A plan or organizing framework for conducting the study and collecting data serves as the blueprint of detailed procedures of a research project. Descriptive research design used to recognize and gain information on the characteristics of particular problem. The purpose of descriptive research is to observe, describe and document. This involves the collection of data that will provide description of individuals, groups or situations. Instruments we use to obtain data in descriptive studies include questionnaire, interviews and observation. Descriptive statistics use to obtain the mean and standard deviations.

Questionnaire design:-

Questionnaire was designed in such a manner that it would facilitate the respondents to reveal maximum information. The questionnaire was intricately designed to tap demographic variables including age, gender and work experience and income level. Questionnaire includes dichotomous and multiple choice questions. Questionnaire divided into three respects are- quality of work life (11 questions), organizational commitment (6 questions) and participative management (16 questions).

Data collection:-

1. **Primary data-**

   Primary data will be collect from company employees and manager. Personal interview, telephonic interview, and questionnaire methods will be used for gathering information. Most of the information is obtain through the questionnaire method.

2. **Secondary data-**
   - Websites
   - Magazines
   - Research publications
   - Journals

Sampling:-

Sampling unit: - 2 private companies (manufacturing department)

No. Of companies: - 2

1. Hero moto corp in neemrana (Rajasthan)
2. Honda cars ltd. Tapukara (Rajasthan)

Size of sample: - 200 (100 from each company)

Source list: - employees and managers of company manufacturing unit

Instruments of data collection: - Most of data was collected through questionnaire. I will use questionnaire method for collecting quantitative data through, I will analyze central tendency of data, standard deviation, frequency distribution and correlation or relationship between two or more than two variables.

Statistical tools: - Statistical tools and techniques play a very important role in research for collecting data. Statistical tools help the researcher to collect relevant quantitative information for their study. The data will be collected through some statistical tools like correlation analysis, central value of data, standard deviation and frequency distribution.

- **Charts and diagrams: -** In this research I will use charts and diagrams. Pictorial presentation helps in quick understanding of data; it is most convincing way in which data may be presented.
- **Central tendency measurement: -** One of the most powerful tools of analysis is to calculate a single average value that represents the entire mass of data. In this study data will be analyze by mean.
- **Frequency distribution:** - Collected data will be distributed in frequencies.
- **Standard deviation:** - I will use this tool in studying variation; this is a measure of how much "spread" and "variability" is present in the sample.
- **Correlation analysis: -** I will use this statistical tool with the help of which, relationships between two or more than two variables is studied.

Hypothesis:-

H1- Quality of work life and its dimensions positively effects on the performance and productivity.

H2- Organizational commitment and participative management positively affect the performance of company employees.

H3- Positive relationship between top management and its employees positively affect business success.

Action Plan

1st semester

- Finalize topic & searching literature - 4 months
- Synopsis Preparation - 2 months

2nd and 3rd semester and 4th semester

- collection of data from different private sector companies & extensive research work submission of at least research paper in journal of repute - 1.5 year

4th semester, 5th semester and 6th semester

- Compilation of data - 4 months
- Writing of thesis work - 6 months
- Submission of thesis - 2 months

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